

6 November 1978

MEMORANDUM FOR: Deputy Director for National Foreign Assessment
FROM: Director of Central Intelligence
SUBJECT: Letter to Senator Wallop

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1. I appreciate the additions to the letter to Senator Wallop. I'd like to be even more specific with him so that there is no possibility he would feel we are talking around the issue.

2. Could we not enclose half a dozen pages from NIE 4-1. I recall specifically ensuring that the Army's contrary view on how many days' warning we would receive was put into the text. It seems to me there were two or three other places where we at the NFIB directed that divergent views come into the text.

3. Similarly, we certainly must have something in 11-3/8. I would think the BACKFIRE is one example and one where we should be able to go back to the previous year's estimate and see how we did it there. I would think Howie Stoertz could put his finger quickly on two or three others from that estimate.

4. It also seems to me that on 11-14--the last one we discussed at the NFIB--one of the unfinished areas was the better expression of the divergent views in two or three cases.

5. I'd also like to add something like the following into the text of the letter:

"In addition to the fact that when you put the divergencies in the text rather than in the footnotes it highlights them, we have found that it has an important additional benefit. Frequently in the past the easy way to avoid having to explain why there were divergencies was simply to let each person who held the divergent view express it in a footnote. As we have forced them to come together and display their dissenting opinions alongside each other in the main body of the papers, we have found that the explication of the differences between them has become much more clear. This is not to say that we have ended up with a compromise that did away with the differences; quite the contrary. We have found that it has brought out why there are the differences because it has forced attention to this in thinking about it. It is easy for anyone

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to hold his own obdurate view but when he is forced to explain exactly why it differs with someone else's obdurate view, he often finds that he has to be more explicit than he was when he was just holding forth on his own. In short, I believe that the quality of the basic analysis has frequently been improved by the process of being forced to lay divergent views side by side and dissect them."



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by

